

**FOR OFFICIAL USE ONLY: PROCUREMENT SENSITIVE UNTIL TENTATIVE
COST COMPARISON DECISION**

CONTENTS

1 PURPOSE FOR MANAGEMENT PLAN	1-1
1.1 General	1-1
1.2 Background	1-1
2 CURRENT OPERATIONS OF FUNCTIONS.....	2-1
2.1 81st Communications Squadron	2-1
2.1.1 Mission Statements	2-1
2.1.1.1 Commander and Staff (CC).....	2-1
2.1.1.2 Information Systems Flight (SCB).....	2-1
2.1.1.3 Plans and Support Flight (SCP).....	2-1
2.1.1.4 Mission Systems Flight (SCM)	2-1
2.1.2 Organizational Charts	2-1
2.1.3 Responsibilities of Essential Functions.	2-1
2.1.3.1 Information Systems (SCB).	2-1
2.1.3.1.1 Administrative Communications (SCBA) (Not under study)	2-1
2.1.3.1.2 Engineering (SCBE)	2-1
2.1.3.1.3 Records Management (SCBR) (Not under study).....	2-2
2.1.3.1.4 Base Information Assurance (SCBS).....	2-2
2.1.3.1.5 Network Control Center (SCBB).....	2-3
2.1.3.2 Plans and Support (SCP)	2-7
2.1.3.2.1 Resources (SCPB) (Not Under Study)	2-7
2.1.3.2.2 Publishing (SCPI)	2-7
2.1.3.2.3 Project Management (SCPP).....	2-8
2.1.3.2.4 Visual Information (SCPV).....	2-8
2.1.3.3 Mission Systems (SCM).....	2-8
2.1.3.3.1 Maintenance Support (SCMS) (Not under study).....	2-8
2.1.3.3.2 Maintenance Control (SCMJ)	2-8
2.1.4 Unit Manpower Document (UMD).	2-11
2.1.5 Technology Utilized.	2-11
2.1.6 Workload Information.	2-11
2.1.7 Personnel Analysis.....	2-12
2.1.8 Equipment Analysis.....	2-12
2.1.9 Facilities Analysis.....	2-12
3 DISCUSSION AND RECOMMENDATIONS	3-1

**FOR OFFICIAL USE ONLY: PROCUREMENT SENSITIVE UNTIL TENTATIVE
COST COMPARISON DECISION**

3.1 Study Approach and Methodology	3-1
3.1.1 Requirements and Workcenter Familiarization	3-1
3.1.2 Operational Audit	3-1
3.1.3 Minimum Manning	3-2
3.1.4 Standard Indirect Allowable Man-hours.....	3-2
3.1.5 Process Failures, Modes and Effects Analysis.....	3-3
3.1.6 Process Improvement Initiatives.....	3-4
3.1.7 Overtime/Differential Pay, Other Entitlements and Travel	3-5
3.1.8 Contracts	3-5
3.1.9 Summary.....	3-5
3.2 Most Efficient Organization (MEO)	3-6
3.2.1 Projects Support (SC1)	3-6
3.2.1.1 Barriers to Efficient and Effective Operations in the Current Organization and Proposed Improvements	3-6
3.2.1.2 Mission Statement	3-7
3.2.1.3 Responsibilities	3-7
3.2.1.4 Organization Chart	3-7
3.2.1.5 Concept of Operations.....	3-7
3.2.1.5.1 Normal Operations	3-7
3.2.1.5.2 Surge/Disaster Operations.....	3-10
3.2.1.6 Hours of Operation.....	3-10
3.2.1.7 Personnel Analysis	3-10
3.2.1.8 Utilization of Subcontracts	3-11
3.2.1.9 Utilization of Equipment (EAID, Non-EAID, ADPE, Common Hand Tools, and Special Tools and Equipment).....	3-11
3.2.1.10 Utilization of Facilities	3-11
3.2.1.11 Utilization of Vehicles.....	3-11
3.2.1.12 Utilization of Technology.....	3-11
3.2.1.13 Workload Analysis	3-12
3.2.2 Help Desk Job/Material Control (SC1A).....	3-12
3.2.2.1 Barriers to Efficient and Effective Operations in the Current Organization and Proposed Improvements	3-12
3.2.2.2 Mission Statement	3-13
3.2.2.3 Responsibilities	3-13
3.2.2.4 Organization Chart	3-13
3.2.2.5 Concept of Operations.....	3-13

**FOR OFFICIAL USE ONLY: PROCUREMENT SENSITIVE UNTIL TENTATIVE
COST COMPARISON DECISION**

3.2.2.5.1 Normal Operations.....	3-13
3.2.2.5.2 Surge/Disaster Operations.....	3-16
3.2.2.6 Hours of Operation.....	3-16
3.2.2.7 Personnel Analysis.....	3-16
3.2.2.8 Utilization of Subcontract.....	3-16
3.2.2.9 Utilization of Equipment (EAID, Non-EAID, ADPE, Common Hand Tools, and Special Tools and Equipment).....	3-16
3.2.2.10 Utilization of Facilities.....	3-16
3.2.2.11 Utilization of Vehicles.....	3-17
3.2.2.12 Utilization of Technology.....	3-17
3.2.2.13 Workload Analysis.....	3-17
3.2.3 Network Operations (SC1B).....	3-17
3.2.3.1 Barriers to Efficient and Effective Operations in the Current Organization and Proposed Improvements	3-17
3.2.3.2 Mission Statement	3-18
3.2.3.3 Responsibilities	3-18
3.2.3.4 Organization Chart	3-19
3.2.3.5 Concept of Operations.....	3-19
3.2.3.5.1 Normal Operations.....	3-19
3.2.3.5.2 Surge/Disaster Operations.....	3-22
3.2.3.6 Hours of Operation.....	3-22
3.2.3.7 Personnel Analysis	3-22
3.2.3.8 Utilization of Subcontracts.....	3-22
3.2.3.9 Utilization of Equipment (EAID, Non-EAID, ADPE, Common Hand Tools, and Special Tools and Equipment).....	3-22
3.2.3.10 Utilization of Facilities	3-23
3.2.3.11 Utilization of Vehicles.....	3-23
3.2.3.12 Utilization of Technology.....	3-23
3.2.3.13 Workload Analysis.....	3-23
3.2.4 Base Communications Services (SC1C).....	3-24
3.2.4.1 Barriers to Efficient and Effective Operations in the Current Organization and Proposed Improvements	3-24
3.2.4.2 Mission Statement	3-25
3.2.4.3 Responsibilities	3-25
3.2.4.4 Organization Chart	3-25
3.2.4.5 Concept of Operations.....	3-25

**FOR OFFICIAL USE ONLY: PROCUREMENT SENSITIVE UNTIL TENTATIVE
COST COMPARISON DECISION**

3.2.4.5.1 Normal Operations.....	3-26
3.2.4.5.2 Surge/Disaster Operations.....	3-28
3.2.4.6 Hours of Operation.....	3-28
3.2.4.7 Personnel Analysis.....	3-28
3.2.4.8 Utilization of Subcontracts.....	3-29
3.2.4.9 Utilization of Equipment (EAID, Non-EAID, ADPE, and Common Hand Tools and Special Tools and Equipment).....	3-29
3.2.4.10 Utilization of Facilities.....	3-29
3.2.4.11 Utilization of Vehicles.....	3-29
3.2.4.12 Utilization of Technology.....	3-30
3.2.4.13 Workload Analysis.....	3-31
4 ANALYSIS OF RESOURCES IMPACT.....	4-1
4.1 Personnel.....	4-1

**FOR OFFICIAL USE ONLY: PROCUREMENT SENSITIVE UNTIL TENTATIVE
COST COMPARISON DECISION**

ATTACHMENTS

- Attachment 1 – Glossary
- Attachment 2 – Current Organization Charts
- Attachment 3 – Unit Manpower Document (UMD)
- Attachment 4 – Current Personnel Analysis
- Attachment 5 – MEO Organization Charts
- Attachment 6 – MEO Personnel Analysis
- Attachment 7 – Operational Audit (OA) Summary
- Attachment 8A – Transition Plan
- Attachment 8B – Transition Activities Spreadsheet
- Attachment 9 – Quality Control Plan
- Attachment 10 – MEO Team Members